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County of Los Angeles  
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October 08, 2013

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

26 October 8, 2013

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER

**CHIEF EXECUTIVE OFFICE RECOMMENDATIONS FOR FUNDING TO IMPLEMENT THE  
CITIZEN'S COMMISSION ON JAIL VIOLENCE RECOMMENDATIONS  
(ALL DISTRICTS)  
(3 VOTES)**

**SUBJECT**

Approve funding for staff and resources required to implement jail reforms recommended by the Citizen's Commission on Jail Violence. The Implementation Monitor has validated the proposals and supports implementation.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Approve \$29.3 million (\$23 million in ongoing and \$6.3 million in one-time) in funding for the Sheriff's Department for Phase I of a three-year implementation plan to address the Citizen's Commission on Jail Violence recommendations. Funding will remain in the Provisional Financing Uses Budget to be transferred to the Sheriff's Department, on a quarterly basis, upon Board approval.
2. Approve interim ordinance authority, pursuant to County Code Section 6.06.020, for 130 new full-time permanent positions (Phase I) pending allocation by the Chief Executive Office, Classification and Administration (Attachment I).

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

In October 2011, the Board authorized the creation of the Citizen's Commission on Jail Violence (CCJV) to conduct a review of the nature, depth, and cause of allegations of inappropriate use of force by deputies in the jails and to recommend corrective action as necessary. On September 28,

2012, the CCJV released its report identifying 63 jail reform recommendations. The Board subsequently appointed an Implementation Monitor (Monitor) to validate the Sheriff's Department (Department) proposed jail reforms and ensure compliance with the objectives of the CCJV recommendations.

The Chief Executive Office (CEO) has been working with the Department, Monitor, and Consultants on 14 recommendations that require additional staff and resources. Four of the recommendations have been fully funded and implemented. The creation of an Office of Inspector General (OIG) will be addressed in a separate report. For the remaining nine recommendations, the CEO requested that the Department develop a phased approach for implementation over a three and five-year timeframe.

The CEO recommends the three-year option which will require a total of 278 positions at an estimated cost of \$79.2 million with installation of the Closed Circuit Television (CCTV) cameras requiring an additional \$10.6 million and two years to implement for a combined total of \$89.8 million. Phase I requires 130 positions, services and supplies, and equipment at an annual cost of \$29.3 million; Phase II - 105 positions, services and supplies, and equipment at an annual cost of \$36.3 million; and Phase III - 43 positions, services and supplies, and equipment at an annual cost of \$13.6 million (Attachment II). The \$89.8 million in additional funding will allow the Department to implement the following proposals:

1. Recommendation 6.05 - Supervision of Deputies
2. Recommendation 6.03 - Increase Custody Specific Training
3. Recommendation 7.08 - Custody Facility Risk Managers
4. Recommendation 7.01 - Restructure Investigation/Disciplinary System
5. Recommendation 4.12 - Create Internal Audit and Inspections Division
6. Recommendation 3.08 - Information System Overhaul
7. Recommendation 7.15 - Lapel Cameras
8. Recommendation 4.11 - Facility Administration Staffing
9. Recommendation 6.07 - Expand Use of Custody Assistants

1. CCJV Recommendation 6.05 - Supervision of Deputies

"The number of supervisors to deputies should be increased and the administrative burdens on Custody supervisors should be minimized."

In 2011, the Department requested \$21.4 million for 2 lieutenants and 101 sergeants in order to improve the supervisor-to-staff ratio within the Custody Division. As of August 2013, the Department's revised proposal was submitted requesting 2 lieutenants and 97 sergeants for the Custody Division.

Based on the Monitor and Consultants' review, 5 sergeants for Pitchess Detention Center (PDC) East should not be considered at this time as the facility was recently closed by the Department; and 3 sergeants for the Custody Investigations Services Unit (responsible for criminal and gang activity) were not evaluated by the Monitor and Consultants as additional investigative resources was not part of the CCJV's recommendation. Therefore, the Monitor and Consultants support a request for 2 lieutenants and 89 sergeants.

The direct supervision by sergeants was identified by CCJV as critical to ensuring deputies and custody assistants adhere to policies and procedures. Sergeants are also valuable assets for the practical training of staff by providing guidance and feedback in the real-world setting.

The Department's supervisorial ratio to comparable law enforcement agencies is (Attachment III):

- Los Angeles County Sheriff's Department – 1:19
- Orange County Sheriff's Department – 1:16
- California Department of Rehabilitation and Corrections, Avenal State Prison – 1:8

In addition to direct supervision and mentoring of staff, supervisors have several administrative responsibilities, including:

- Responding to and researching inmate complaints;
- Investigating, writing, and reviewing force reports;
- Preparing employee evaluations;
- Reviewing administrative work, such as inmate injuries and mental observation reports; and
- Completing special projects, such as conducting Town Hall meetings.

These administrative tasks require supervisors to remove themselves from the direct supervision of staff for a significant amount of time and often require them to leave their immediate area of responsibility to view records or video, interview inmates, make telephone calls, and/or complete administrative documents.

Additional supervisors will allow the Department to reduce the current supervisors' span of control and responsibility and increase risk management and training. By reducing the supervisors' administrative workload, more time will be available for them to supervise, train, and mentor staff.

The proposed custody deployment plan and current and proposed staffing ratio are reflected on Attachment IV and V respectively. Expected outcomes from the implementation of this proposal are:

- o Improve direct supervision of staff;
- o Improve the quality and timeliness of investigations;
- o Increase staff training and mentoring;
- o Increase on-scene supervision and direction of activities; and
- o Reduce concerns voiced by outside oversight entities such as Merrick Bobb, Office of Independent Review (OIR), American Civil Liberties Union (ACLU), and the Department of Justice (DOJ).

The CEO concurs with CCJV and the Department that additional supervisorial staff is needed and recommends funding for 2 lieutenants and 89 sergeants at an annual cost of \$20.5 million. The Department's proposal meets the objectives of CCJV Recommendation 6.05 by increasing the number of sergeants and lieutenants assigned to Custody and reducing the administrative burdens on supervisors that diminishes their ability to supervise and train staff on a regular basis.

## 2. CCJV Recommendation 6.03 - Increase Custody Specific Training

"Deputies and supervisors should receive significantly more Custody specific training overseen by the Department's Leadership and Training Division."

The Department requested \$11.9 million and 72 positions to create the Custody Training and Standards Bureau (CTSB). The CEO, Department, and Monitor discussed how potential resources from the other CCJV recommendations could be leveraged to reduce staffing and costs.

Following our review and in consultation with the Monitor and the Assistant Sheriff over Custody Operations, the CEO recommends \$8.5 million and 32 new positions. The CTSB will provide enhanced training and risk management oversight as follows:

- The Custody Division's annual training hours for deputies, custody assistants, and supervisors will increase from 75,000 (which is equivalent to meeting the minimum mandatory Standards and Training for Corrections) to 119,000 training hours. The additional training hours will ensure deputies and supervisors fully understand and are proficient in the policies, procedures, and techniques required for a safe and secure custody operation.
- The curriculum for deputies, custody assistants, and supervisors will be enhanced to include ongoing training on the use of force policy, techniques for handling mentally ill inmates, use of force investigations and documentation, communication tactics to mitigate potential deputy-inmate conflict, and defensive techniques to minimize injury to deputies and inmates.
- A new permanent Custody Force Response Team (CFRT) will be established to assist and monitor Category 2 (identifiable injury) use of force incidents. The CFRT will provide on-site quality assurance of investigations, reinforce supervisors' knowledge and implementation of the use of force policy and documentation, and facilitate curriculum development by incorporating problems and lessons learned from use of force investigations.
- A new Risk Management Lieutenant will be assigned to compile and analyze reports from the CFRT, facility Compliance Lieutenants, and inmate grievances to identify problematic trends, personnel, and other issues related to the use of force. The Risk Management Lieutenant's findings will be reported directly to each facility's commander for corrective action, if any, and will also be used to improve the training curriculum.

The Department's proposal meets the objectives of CCJV Recommendation 6.03 by establishing a robust and ongoing training program for deputies, custody assistants, and supervisors. The CTSB will also actively monitor the facilities to ensure Department standards are upheld, which will in turn mitigate potential liabilities arising from the use of force.

Expected outcomes from the implementation of this proposal are:

- o Custody staff will have a better understanding of their job and expectations of the Department and the public;
- o Provide a professional custodial environment for inmates;
- o Improve the quality of use of force investigations and documentation;
- o Improve the identification of systemic problems or concerns and mitigate them through focused training and/or policy updates;
- o Reduce the number of employee and inmate injuries;
- o Reduce the level of force used as staff are better trained to de-escalate situations and are more proficient in the use of force; and
- o Reduce concerns voiced by outside oversight entities such as Merrick Bobb, OIR, ACLU, and DOJ.

### 3. CCJV Recommendation 7.08 - Custody Facility Risk Managers

"Each jail should have a Risk Manager to track and monitor use of force investigations."

The Department requested \$1.8 million and 8 Compliance Lieutenants. Each lieutenant would

function as the risk manager for a jail facility. The Department has revised the proposal to \$1.4 million and 6 Compliance Lieutenants taking into consideration the recent closure of PDC East and that a single lieutenant would be able to monitor PDC North and South.

The CEO concurs with the Department's current proposal to add 6 Compliance Lieutenants who will have responsibility for all aspects of use of force investigations including:

- Monitoring the quality of Category 1 (no visible injury) use of force investigations conducted by the Watch Commander and Line Sergeant;
- Conducting administrative use of force investigations if the Category 1 investigation identifies a potential policy violation;
- Monitoring Category 1 and 2 use of force investigation packages are progressing within set deadlines and Department standards;
- Tracking and monitoring investigations arising from inmate grievances, civil claims, and lawsuits to ensure the facility is in compliance with Department policy;
- Analyzing use of force incidents and inmate grievances to identify problematic trends, personnel, and other issues that will be reported to the facility commander and the division's Risk Management Lieutenant.

The Department's proposal meets the objectives of CCJV Recommendation 7.08 by assigning a Compliance Lieutenant who will monitor all use of force incidents within each facility and collaborate with the Division's Risk Management Lieutenant to identify systemic issues which will mitigate potential liabilities arising from the use of force. Expected outcomes from the implementation of this proposal are:

- o Monitor the completion process of use of force packets for timeliness;
- o Track the completion process for delinquent use of force packets;
- o Provide more timely, accurate, and thorough risk assessment documents to management to identify potential risk trends as well as training opportunities;
- o Provide an objective, independent investigator for Category 1 uses of force;
- o Reduce civil liability exposure;
- o Process, track, and adjudicate inmate complaints/grievances; and
- o Educate and train current and newly assigned supervisors in administrative procedures and protocols.

#### 4. CCJV Recommendation 7.01 - Restructure Investigation/Disciplinary System

"The investigative and disciplinary system should be revamped."

The Department initially requested \$6.4 million and 36 positions to expand the number of investigators in the Internal Affairs Bureau (IAB). However, after a review of the Los Angeles Police Department's (LAPD) staff for similar functions and consultation with the Monitor, the Department revised their proposal to include a request for additional resources for the IAB, Internal Criminal Investigations Bureau (ICIB), Advocacy Unit (Unit), and the newly created Internal Investigations Division (IID).

#### Internal Affairs Bureau

The Department is requesting 28 additional positions and \$5.8 million for IAB to assist with the investigations of all Category 2 force incidents involving injuries to inmates; rolling out to all Category 3 force incidents involving serious injuries or significant uses of force; and rolling out to all officer

involved shootings. The additional staff will also allow IAB, which currently has a significant backlog, to investigate cases in a timely manner and meet the one-year statute date mandated by California Government Code 3304 of the Peace Officer Bill of Rights.

The Department has approximately 17,000 personnel with 5 lieutenants and 24 sergeants currently assigned to IAB. In 2012, IAB investigated 253 administrative investigations and 83 roll-out investigations. This equates to an investigator-to-caseload ratio of 1:14. In response to the CCJV recommendations, IAB anticipates an additional caseload of 15 to 20 Category 2 administrative investigations per investigator. In addition, while the Department has grown significantly over the past ten years from 15,150 employees in 2002 to 17,000 (representing a 12 percent increase); IAB, in contrast, has decreased by 27 percent going from 31 sergeants and 2 deputies in 2002 to 5 lieutenants and 24 sergeants in 2013. Finally, the number of cases that required ten or more months to investigate has also increased dramatically in the last few years - from zero in 2010, to 10 in 2011 and to 21 in 2012.

Five other law enforcement agencies surveyed by the Department have a total of 32 investigators for approximately 16,600 personnel. The Department reports that the caseload range from 2 to 3 investigations per investigator in San Bernardino to 6 to 12 cases per investigator in Orange.

The Department currently has four Roll-Out Teams. A team consists of one lieutenant and 5 sergeants. The Department is requesting, with the Monitor and Consultant's concurrence, additional funding for 3 lieutenants and 18 sergeants for three additional Roll-Out Teams now consisting of 1 lieutenant and 6 sergeants. With the additional staff, the caseload will be reduced from 17 to 9 cases per investigator. The remaining 7 positions requested by the Department are support staff. The CEO concurs that the aforementioned additional resources are needed in IAB so that staff may adequately perform their investigative responsibilities.

Expected outcomes from the implementation of this proposal are:

- o Improve the quality of administrative, force, shootings, and policy of equality violation investigations;
- o Ensure Departmental guidelines for timely submission of all investigations are met;
- o Adhere to the one-year statute date mandated by California Government Code 3304 of the Peace Officer Bill of Rights;
- o Ensure a quicker turn around in case completion times;
- o Provide investigators with more guidance in the course of their investigations;
- o Provide investigators with more resources to successfully complete their investigations;
- o Provide IAB investigators with a more manageable caseload;
- o Address concerns voiced by outside oversight entities such as Merrick Bobb, OIR, ACLU, and the DOJ;
- o Provide the requisite staffing to support and oversee the Roll-Out Teams' daily operational and administrative needs;
- o Provide IAB with the appropriate support staff to assist with reviewing cases, scheduling cases for case review and executive risk review, preparing letters of intent, and tracking administrative cases until closed;
- o Better overview of cases, prior to being sent to divisions;
- o Better monitoring of case presentations; and
- o Reduce the completion time for investigations from the current average of ten months to six months.

The Department is requesting 40 additional staff and \$7.7 million to improve its ability to conduct criminal investigations of Departmental employees. ICIB currently has 29 positions. Staff is responsible for conducting internal criminal investigations of sworn personnel; internal criminal investigations of non-sworn personnel; and conducting surveillance, as well as undercover and sting operations, involving employees suspected of criminal activity. In addition, team members also handle on an ad hoc basis some workers' compensation fraud cases.

ICIB has seen an increase in its caseload in recent years. From 2005 to 2010, the average caseload was 3 to 5 investigations per investigator. In 2011, it increased to 6 investigations per investigator. In 2012, as a result of the ACLU allegations, the caseload increased to over 20 cases per investigator. To address this issue, 17 sergeants and 6 deputies were loaned to ICIB to reduce the caseload to approximately 8 cases per investigator.

In contrast, the LAPD has 50 investigators assigned to its Criminal Investigative Division and another 42 criminal investigators in its Special Operations Division with an average caseload of 6 cases per investigator for approximately 13,000 employees. A survey of other law enforcement agencies indicates that Cook County Sheriff's Department has a caseload of 2:1 while Orange County Sheriff's Department reported a caseload of 1.3 cases per investigator. The Consultants recommend that ICIB investigators carry a caseload of no more than 3 to 5 depending on the complexity of the investigation.

The 40 additional staff (4 of which are support staff) will be deployed as follows:

- ICIB will have two teams conducting criminal investigations of Departmental employees consisting of 1 lieutenant and 12 sergeants; one responsible for the Custody Division; and the other responsible for non-custody divisions.
- One sergeant to supervise a 2 to 7 person surveillance team (instead of one 6 person team) with 8 additional bonus deputies. One would be responsible for Custody while the other responsible for non-custody divisions. These teams would also address off-duty misconduct.
- Two bonus deputies to investigate workers' compensation fraud cases. The Department currently has over 500 employees who are collecting workers' compensation and disability benefits.
- One bonus deputy to conduct computer investigations.
- One bonus deputy to supervise 10 additional deputies to enhance security.

The Monitor, Consultants, and CEO concur with the Department's request for 40 additional staff for ICIB. Expected outcomes from the implementation of this proposal are:

- o Ensure a quicker turn around in cases;
- o Reduce the caseload of investigators;
- o Ensure Departmental guidelines for timely submission of all investigations are met;
- o Provide investigators with more guidance in the course of their investigations.;
- o Provide investigators with more resources to successfully complete their investigations in a timely manner;
- o Provide a better overview of cases;

- o Provide a better monitoring of cases;
- o Provide the requisite staffing to support and oversee the Roll-Out Teams' daily operational and administrative needs;
- o Address concerns voiced by outside oversight entities such as Merrick Bobb, OIR, ACLU, and DOJ;
- o Provide the investigators and management with a better staffed operations section, which will support the Unit and individual teams by providing narcotics expertise, crime analysis, and administrative support; and
- o Aggressively investigate and provide surveillance teams to target workers compensation fraud.

#### Internal Investigations Division

The Department is requesting 7 additional positions (2 sworn and 5 civilians) and \$1.1 million to handle the day-to-day operations of the newly created IID. The CCJV recommended that the Department reorganize its internal investigation bureaus into a single Division to enhance accountability and ensure the proper investigation of employee misconduct. In order for the division chief to appropriately oversee and manage IAB, ICIB, and the Unit, additional support staff is required. The CEO, Monitor and Consultants support the Department's request for seven additional staff for the Internal Investigations Division.

Expected outcomes from the implementation of this proposal are:

- o Maintain appropriate oversight of the day-to-day issues related to investigations;
- o Ensure consistency between IAB, ICIB, and the Advocacy Unit;
- o Ensure employee misconduct is investigated and disciplined;
- o Enhance the Department's operational effectiveness and efficiency; and
- o Ensure integrity, timeliness and consistency of IAB and ICIB's investigative system and the Advocacy Unit's disciplinary system.

#### Advocacy Unit

The Department is requesting 5 additional positions (2 County Counsel attorneys, 2 sergeants, and 1 lieutenant) and \$1.3 million to improve and handle the increased responsibilities of the Unit. The Unit is currently staffed with 3 attorneys, 3 sergeants, and 3 civilian support staff and has a myriad of responsibilities, which include reviewing investigations of employee misconducts; handling the disciplinary process, such as Civil Service Commission and Employee Relations hearings; as well as other administrative hearings and litigation. In 2001, the Unit's primary responsibility was handling matters before the Civil Service and Employee Relations Commissions. Since that time, its responsibilities have expanded to include employment litigation, providing legal advice, and participating in an advisory role to the Department's review committees. In addition, the number of Departmental discharges has doubled over the past ten years. However, only 2 civilian positions have been added to the Unit since 2002.

The 5 additional staff will allow the Unit, in an advisory capacity, to be involved at the outset of and throughout the disciplinary process to ensure a better success rate at sustaining discipline at the administrative and appellate level. Without these additional resources and given the increase in responsibilities, the Unit's ability to advise Departmental supervisors prior to the imposition of discipline will be limited. As a result, the Department's investigative and disciplinary proceedings will be harder to defend in future administrative proceedings and/or litigation.



The CEO, Monitor, and Consultants agree with the Department's request for an additional 5 positions for the Unit. The Department's proposal meets the objectives of CCJV Recommendation 7.01 by revamping the Department's investigative and disciplinary system; cases involving serious injuries or significant force be reviewed and investigated by IAB or ICIB, where appropriate; and that IAB be appropriately staffed.

Expected outcomes from the implementation of this proposal are:

- o Effectively meet the need for supervision through the addition of a lieutenant item which will also act as liaison between Departmental executives and ensure consistency regarding disciplinary protocols;
- o Increased efficiency and effectiveness in the handling of disciplinary matters through all phases of the disciplinary process. This will effectively and evenly spread the workload amongst sergeants;
- o Improved quality of work and assistance provided to Departmental units through additional sergeants and County Counsel attorneys;
- o Reduction of the need to contract with outside private counsel;
- o Adhere to Civil Service Commission Rules or Peace Officer Bill of Rights time limits;
- o Reduce the caseload of County Counsel from 100 to 75 cases per year;
- o Skelly hearings will be reduced from 50 hearings to 25 per advocate per year;
- o Private counsel cases will decrease from 110 to 95 in year one;
- o Advocacy Bureau has 1 sergeant conducting 15 administrative hearings per year, this caseload will be reduced to 8 cases annually.

#### 5. CCJV Recommendation 4.12 - Create Internal Audit and Inspections Division

"Los Angeles County Sheriff's Department should create an Internal Audit and Inspections Division."

The Monitor, Consultants, and CEO concur with the Department's request for 64 additional positions and \$13.3 million to create the Inspectional Services Command Division (ISC).

The goal of ISC is to identify and address potential deficiencies within the Department through audits, inspections, and reviews. The ISC will conduct audits and augment Department-wide inspectional practices, to ensure quality of service, consistency, and accountability.

The ISC has a structure that mirrors the new organization of the Department which is divided into four command areas (Custody Operations, Patrol Operations, Countywide Services, and Administrative and Professional Standards) and overseen by an Assistant Sheriff. The ISC will develop and implement audit plans, with the assistance of a contracted auditor consultant during the proposed phase-in periods, and conduct audits while recruiting trained auditors. ISC will create an internal Inspectional Review Panel consisting of three Assistant Sheriffs, who will review the results of the inspections and audits to ensure that units/bureaus correct identified deficiencies and issue final reports to the Department concerning the results of the audits. The focus of the ISC is to assist the divisions, bureaus, and units with strengthening their internal controls, streamlining operations, and enhancing overall services provided to County residents.

Expected outcomes from the implementation of this proposal are:

- o Complete Department Audit Manual;
- o Revise Department manual(s) to reflect the ISC's Mission and Policies;
- o Organize Sheriff's Critical Issue Forum (SCIF) and Command Inspection Process;

- o Conduct reviews of Custody Division Command Inspections;
- o Conduct reviews of Custody Division SCIF and Oversight Recommendations;
- o Conduct reviews of Countywide Services Command Inspections;
- o Convene Inspectional Review Panel Hearings (prepare procedures and scheduling);
- o Conduct reviews of Patrol and Detective Division Command Inspections;
- o Conduct reviews of Patrol and Detective Division SCIF;
- o Conduct reviews of Administrative and Professional Standards Command Inspections;
- o Conduct Department-wide formal audits to ensure compliance with Department policies and directives;
- o Monitor progress and status of recommendations by outside entities to ensure responsiveness and compliance when required;
- o Conduct both periodic and unannounced audits, inspections, and reviews in areas of greatest concern to Department managers;
- o Institute procedures to receive all final audit reports;
- o Conduct follow-up to ensure a corrective action plan is in place;
- o Monitor compliance with Department policies and directives; and
- o Conduct 10-15 audits annually.

#### 6. CCJV Recommendation 3.08 - Information System Overhaul

“PPI and FAST should be replaced with a single, reliable, and comprehensive data tracking system.”

The Monitor, Consultants, and CEO concur with the Department’s request for \$3.4 million in additional funding to further develop their Personnel Performance Index (PPI) and Facility Automated Statistical Tracking System (FAST) systems to ensure greater employee accountability and grievance handling. There are no additional positions associated with this request.

The PPI application provides data records relevant to incidents involving uses of force, deputy involved shootings, public commendations/complaints, administrative investigations, claims and lawsuits, and discovery (Pitchess) motions. Over the past 16 years, the system has been expanded to include internal commendations and preventable traffic collisions. The system contains historical data for nearly 80,000 employees (past and present) and more than two hundred thousand different incidents. The developer software used to build PPI is no longer supported and only works in Windows XP which will no longer be supported after April 2014.

The Department has worked closely with the Chief Information Office (CIO) over the past year to determine the best course of action for upgrading this system. It is estimated the PPI project will take approximately 24-36 months for full implementation. This option would allow cumulative record keeping and a seamless data exchange of historical information with current information so data could be continuously evaluated. Critically sensitive personnel records would be maintained confidentially within the Department and not be exposed to outside vendors.

The Department’s proposal meets the objectives of CCJV Recommendation 3.08 by establishing a “single, reliable, and comprehensive data tracking system” and enabling users to accurately enter and maintain data in a timely fashion; thereby, allowing that data to be more useful and management to take the appropriate action.

Expected outcomes from the implementation of this proposal are:

- o Automatic email notifications to specified managers when specific conditions have been met giving those managers notice to take action;

- o The ability to interface with other systems to share information;
- o Automatic generation of forms/reports;
- o Auditing capability of records to promote accuracy and security;
- o Ability to archive multiple file mediums which relate to the particular incident;
- o Graphical interface for users;
- o Web-based interface for users;
- o Geo-coding of locations for analysis;
- o Document imaging and management;
- o Workflow management;
- o Geo-coding, audio and video attachments to cases; and
- o Ad-hoc reporting capability.

## 7. CCJV Recommendation 7.15 - Lapel Cameras

“The use of lapel cameras as an investigative tool should be broadened.”

The Monitor, Consultants, and CEO support the Department’s request for 5 additional positions at a cost of \$0.6 million. However, an additional one-time funding of \$26.4 million is also required to expand CCTV throughout the jail facilities.

CCJV Recommendation 7.15 states that the Department should consider the use of lapel cameras by custodial staff. On November 2, 2012, the Department delivered a comprehensive study that detailed the various camera types as well as several implementation options. The cost to outfit all staff with these cameras, as well as to store the video was estimated to be \$63.3 million. While the Department agrees that this technology warrants consideration, concerns were expressed with the practicality of investing in this rapidly changing technology at this time. The Department, Consultants, and Monitor further report that the cost of implementing a program to equip staff with personal video recording devices (PVRD) is not limited to just the initial acquisition of the cameras and related equipment; but also includes recurring and ongoing costs associated with the storage, retrieval, and maintenance of recordings, as well as additional staff required to support the system. These costs are significant and substantially increase the price of the PVRD system. Given the aforementioned, the Department proposes instead to expand CCTV in the jails. The CCTV proposal is similar to what has already been done at Men’s Central Jail (MCJ), Twin Towers Correctional Facility (TTCF), and the Inmate Reception Center (IRC).

Fixed cameras would provide a global perspective of the incident rather than a limited up close view given by lapel cameras. For example, when it becomes necessary for a deputy or custody assistant to physically engage an inmate, the field of vision for a PVRD is narrowed significantly and there is loss of clarity and resolution. In a field setting, such as those found in typical patrol operations and incidents, the use of PVRDs is often accompanied or supplemented by the use of in-car video cameras. It is the combination of these systems that becomes especially useful in providing a more complete picture of the incident.

The estimated total cost for five additional positions and to enhance the fixed camera system at MCJ, TTCF, and IRC, as well as to expand the system to Century Regional Detention Facility, Los Angeles County Medical Center jail ward, and PDC facilities is \$26.9 million. The Monitor and Consultants agree with this revised approach.

Expected outcomes from the implementation of this proposal are:

The benefits of capturing incidents on video include improving the Department’s ability to:

- Investigate use of force incidents;
- Identify potential misconduct;
- Defend itself against potential litigation;
- Improve training curriculum;
- Investigate and prosecute inmate-on-inmate crime;
- The Department captured 88 percent of force incidents at MCJ, TTCF, and IRC from January 2013 to August 2013. The Department expects to capture 90 percent of all force incidents at these facilities after the proposal is implemented; and
- The Department expects to capture 75 percent of all use of force incidents in the first year after deployment at the remaining facilities. The Department expects to increase that to over 90 percent in subsequent years after any blind spots and other areas of need are identified and covered.

#### 8. CCJV Recommendation 4.11 - Facility Administrative Staffing

“Management staff should be assigned and allocated based on the unique size and needs of each facility.”

The Department is in the process of conducting a comprehensive assessment of the operations staff for the seven custodial facilities. The assessment will compare the staff for each facility and establish a model for allocating administrative staff based on individual facility needs. The Department anticipates completion of the assessment by October 2013. The Department does not anticipate submitting a request for additional positions at this time.

#### 9. CCJV Recommendation 6.07 - Expand Use of Custody Assistants

“The Department should utilize more Custody Assistants.”

In 2012, the Department’s Custody Division personnel staffing model was comprised of 68 percent deputies and 32 percent custody assistants. In May 2013, in response to the CCJV recommendation, the Department froze 81 deputy positions to create 81 custody assistants positions to achieve the 65:35 ratio provided in the Memorandum of Understanding with the Association for Los Angeles Deputy Sheriffs. The Department is completing an assessment to determine if additional deputy positions can be converted to custody assistant positions.

#### **Implementation of Strategic Plan Goals**

This recommendation will support the County’s Strategic Plan Goal No. 1, Operational Effectiveness, and Goal No. 2, Fiscal Responsibility, by providing the training, supervision, and risk management oversight necessary to establish and maintain a safe custody environment and mitigate potential liability.

#### **Strategic Asset Management Principles Compliance**

Not applicable.

#### **FISCAL IMPACT/FINANCING**

As part of Fiscal Year (FY) 2013-14 Supplemental Changes, \$23 million in ongoing and \$6.3 million

in one-time funding for a total of \$29.3 million will be set aside in the Provisional Financing Uses (PFU) Budget to address recommendations made by CCJV. Funding will remain in PFU until the Board approves the transfer of funds to the Department. The \$29 million in PFU will allow the Department to implement Phase I of the CCJV recommendations by providing nine months of ongoing funding for 130 positions; and one-time funding needed for PPI and CCTV. Full-year funding of \$32.2 million will be required in FY 2014-15.

To ensure funds are expended as directed by the Board, on a quarterly basis, the Department will be required to submit their expenditures with the relevant supporting documentation to the Auditor-Controller for fiscal review and validation. Once the applicable spending has been confirmed, this Office and the Department will submit recommendations to the Board for their consideration to transfer the funding to the Department's budget.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

On October 18, 2011, the Board authorized the creation of the CCJV directing the Commission to conduct a review of the nature, depth, and cause of the problem of inappropriate deputy use of force in the jails and to recommend corrective action as necessary. On September 28, 2012, CCJV released its report and findings outlining 63 recommendations for implementation by the Department.

On October 2, 2012, the Board requested that County Counsel and CEO: (1) evaluate the feasibility of creating an OIG to assist in safeguarding the integrity of the Department; (2) Determine the legal constraints or limitations imposed by State law or constitution in implementing any of the CCJV recommendations; and (3) provide a fiscal analysis of the CCJV 63 recommendations.

On October 15, 2012, the Department submitted a memo to the Board requesting approximately \$68,987,000 in additional funding and 462 positions to implement recommendations contained in the CCJV report.

On October 18, 2012, the CEO requested additional information from the Department in order to complete the fiscal analysis and prepare final recommendations for consideration by the Board. In addition, the CEO identified only 14 recommendations with a potential financial impact.

On December 14, 2012, the CEO issued a report providing a preliminary fiscal analysis of the CCJV recommendations. In addition, in consultation with the Monitor and subject matter experts, the CEO developed a three phase fiscal strategy for implementation and funding of those recommendations. As each proposal is approved by the Monitor and subject matter experts, it is then forwarded to the CEO for a fiscal review/analysis. CEO funding recommendations would then be submitted to the Board for consideration.

On March 5, 2013, as part of the CEO's Mid-Year Budget Adjustment, funding for the new Assistant Sheriff for the Custody Division and support positions, as well as a new Division Chief to oversee the Internal Affairs Bureau and Internal Criminal Investigative Bureau was approved by the Board.

Beginning in April 2013, the CEO, in conjunction with County Counsel and the Monitor, began drafting an initial scope of authority and responsibilities, budget, staffing levels, and organization chart for the OIG.

On April 2, 2013 and July 2, 2013, the CEO submitted to the Board a status report on funding the CCJV recommendations.

On June 17, 2013, the CEO was informed by the Department that its proposal for CCJV Recommendation 7.15 was being revised from personal video recording devices (lapel cameras) to an expansion of the closed circuit television system. On July 9, 2013, the Department submitted an implementation update memo to the Board with a request to increase CCJV implementation funding to \$88,470,000. Subsequently, the CEO was informed by the CIO that it was working with the Department to reevaluate the information technology system enhancements cited in CCJV Recommendation 3.08.

On July 22, 2013, the CEO submitted a report recommending funding to implement CCJV Recommendations 6.03 – Custody Training; 6.05 – Supervisors; and 7.08 – Risk Managers. A Board letter was subsequently presented at the Public Safety Cluster Agenda Review meeting.

On September 3, 2013, the CEO requested that the Department prioritize the CCJV recommendations and develop a three and five-year implementation plan.

### **ENVIRONMENTAL DOCUMENTATION**

Not applicable.

### **CONTRACTING PROCESS**

Not applicable.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The CEO, in conjunction with the Monitor and Consultants, worked collaboratively to comprehensively review the Department's request for additional resources to implement the CCJV recommendations. Once fully implemented, the additional staff will allow the Department to improve the professional development of staff, enhance the effectiveness of custody operations, and establish an oversight structure that will ensure that use of force and employee misconduct are thoroughly and timely investigated.

The Honorable Board of Supervisors

10/8/2013

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Respectfully submitted,

A handwritten signature in black ink, appearing to read 'W. T. Fujioka', with a long horizontal line extending to the right.

WILLIAM T FUJIOKA

Chief Executive Officer

WTF:GAM:SW

DT:cc/llm

Enclosures

c: Executive Office, Board of Supervisors  
County Counsel  
Sheriff  
Auditor-Controller  
Chief Information Office

## REQUEST FOR INTERIM ORDINANCE AUTHORITY FISCAL YEAR 2013-14

### SHERIFF

<b>Item/Sub</b>	<b>Classification*</b>	<b>No. Positions</b>
2721A	CAPTAIN	2.0
2719A	LIEUTENANT	17.0
2717A	SERGEANT	83.0
2708A	DEPUTY SHERIFF, BONUS I	3.0
2749A	CUSTODY ASSISTANT, SHERIFF	4.0
1002A	ADMINISTRATIVE SERVICES MANAGER I	2.0
1003A	ADMINISTRATIVE SERVICES MANAGER II	2.0
1230A	OPERATIONS ASSISTANT III, SHERIFF	4.0
1229A	OPERATIONS ASSISTANT II, SHERIFF	2.0
1228A	OPERATIONS ASSISTANT I, SHERIFF	1.0
2745A	LAW ENFORCEMENT TECHNICIAN	4.0
2098A	SECRETARY V	2.0
-	COUNTY COUNSEL**	2.0
6547A	AUDIO VIDEO SECURITY SYSTEM TECHNICIAN	2.0
		<hr/> 130.0

\*Pending allocation by CEO Classification and Administration

\*\*County Counsel Attorney Staff



CITIZEN'S COMMISION ON JAIL VIOLENCE  
SHERIFF'S PROPOSED IMPLEMENTATION BUDGET TIMEFRAME  
(as of 10/1/2013)

Rec No.	CCJV Recommendation (Short Title)	SHERIFF ESTIMATE FOR CCJV REFORMS (as of 9/3/13)		FY2013-14 PHASE 1			FY2014-15 PHASE 2				FY2015-16 PHASE 3				FY2016-17			FY2017-18														
		TOTAL STAFF	Total Budget Requested <sup>a</sup>	New Positions	Total Budget (9 months)	Annualized Budget	New Positions	Total Positions Staff	New Funding Requested	TOTAL PHASE 2 BUDGET	New Positions	Total Positions Staff	New Funding Requested	TOTAL PHASE 3BUDGET	New Positions	Total Positions Staff	Total Budget	New Positions	Total Positions Staff	Total Budget												
PROPOSED BUDGET (ONGOING FUNDING)																																
1	6.05	Supervision of Deputies	91	\$	20,450,000	44	\$	7,645,500	\$	10,194,000	47	91	\$	13,086,500	\$	20,732,000	0	91	\$	(282,000)	\$	20,450,000										
2	6.03	Increase Custody Specific Training*	32	\$	8,475,000	19	\$	3,694,500	\$	6,534,000	8	27	\$	4,103,500	\$	7,798,000	5	32	\$	677,000	\$	8,475,000										
3	7.08	Custody Facility Risk Managers	6	\$	1,352,000	6	\$	1,014,000	\$	1,352,000	0	6	\$	338,000	\$	1,352,000	0	6	\$	-	\$	1,352,000										
4	7.01	Restructure Investigation/Disciplinary System																														
		Internal Affairs	28	\$	5,792,000	10	\$	1,703,250	\$	2,271,000	9	19	\$	2,290,750	\$	3,994,000	9	28	\$	1,798,000	\$	5,792,000										
		Internal Criminal Investigations	40	\$	7,687,000	14	\$	2,748,000	\$	3,664,000	13	27	\$	3,255,000	\$	6,003,000	13	40	\$	1,684,000	\$	7,687,000										
		Internal Investigations	7	\$	1,119,000	7	\$	900,000	\$	1,200,000	0	7	\$	219,000	\$	1,119,000	0	7	\$	-	\$	1,119,000										
		Advocacy Bureau	5	\$	1,318,000	5	\$	988,500	\$	1,318,000	0	5	\$	329,500	\$	1,318,000	0	5	\$	-	\$	1,318,000										
5	4.12	Create Internal Audit & Inspections Division**	64	\$	13,256,000	23	\$	4,053,000	\$	5,404,000	28	51	\$	6,938,000	\$	10,991,000	13	64	\$	2,265,000	\$	13,256,000										
6	3.08	Information System Overhaul	0	\$	-	0	\$	-	\$	-	0	0	\$	-	\$	-	0	0	\$	-	\$	-										
7	7.15	Lapel Cameras	5	\$	590,000	2	\$	185,250	\$	247,000	0	2	\$	49,750	\$	235,000	3	5	\$	355,000	\$	590,000										
8	4.11	Facility Administration Staffing	0	\$	-	0	\$	-	\$	-	0	0	\$	-	\$	-	0	0	\$	-	\$	-										
9	6.07	Expand Use of Custody Assistants*	0	\$	-	0	\$	-	\$	-	0	0	\$	-	\$	-	0	0	\$	-	\$	-										
TOTAL ONGOING BUDGET			278	\$	60,039,000	130	\$	22,932,000	\$	32,184,000	105	235	\$	30,610,000	\$	53,542,000	43	278	\$	6,497,000	\$	60,039,000	0	\$	-	0	\$	-				
PROPOSED BUDGET (ONE-TIME FUNDING)																																
6	3.08	Information System Overhaul ***	0	\$	3,400,000	0	\$	1,400,000	\$	1,400,000	0	0	\$	1,000,000	\$	1,000,000	0	0	\$	1,000,000	\$	1,000,000	0	0	\$	-	0	0	\$	-		
7	7.15	Lapel Cameras ****	0	\$	26,358,680	0	\$	4,965,395	\$	4,965,395	0	0	\$	4,680,984	\$	4,680,984	0	0	\$	6,080,209	\$	6,080,209	0	0	\$	4,879,966	0	0	\$	5,752,126		
TOTAL ONE-TIME BUDGET			0	\$	29,758,680	0	\$	6,365,395	\$	6,365,395	0	0	\$	5,680,984	\$	5,680,984	0	0	\$	7,080,209	\$	7,080,209	0	0	\$	4,879,966	0	0	\$	5,752,126		
TOTAL CCJV BUDGET REQUESTED			278	\$	89,797,680	130	\$	29,297,395	\$	38,549,395	105	235	\$	36,290,984	\$	59,222,984	43	278	\$	13,577,209	\$	67,119,209	0	\$	4,879,966	\$	84,045,554	0	\$	10,632,092	\$	89,797,680

\* Item 6.03 - 9 month funding includes \$744,000 budgeted overtime for training 1000 Custody Division personnel FY2013-14. Recurring annual budgeted overtime (training) is \$2.6M thereafter.  
\*\* Item 4.12 - Includes \$100,000 non-recurring cost for Consultant Auditor  
\*\*\* Item 3.08 - fixed cost only (Onetime funding).  
\*\*\*\* Item 7.15 - fixed cost only (Onetime funding) - (costs do not include audio recorders as recommended by validators).  
▲ Includes one-time startup costs

## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT AGENCY COMPARISONS

### ORANGE COUNTY SHERIFF'S DEPARTMENT COMPARISON

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT	TOTAL*	% of Staffing
CAPTAIN	8	0%
LIEUTENANT	64	2%
SERGEANT	186	5%
DEPUTY SHERIFF	2269	59%
BONUS I	228	6%
CUSTODY ASSISTANT	1081	28%
<b>TOTAL</b>	<b>3836</b>	<b>100%</b>
ADIP 2012	18051	
<b>Ratio: 1 Sergeant to DSG/B1/CA</b>	<b>19.2</b>	

ORANGE COUNTY SHERIFF'S DEPARTMENT (CA)	TOTAL	% of Staffing
CAPTAIN	3	0%
LIEUTENANT	20	2%
SERGEANT	70	6%
DEPUTY SHERIFF	700	59%
SHERIFF'S SPECIAL OFFICER II	45	4%
CORRECTIONAL SVS. ASST.	195	16%
CORRECTIONAL SVS. TECH.	163	14%
<b>TOTAL</b>	<b>1196</b>	<b>100%</b>
ADIP	6831	
<b>Ratio: 1 Sergeant to DSG/SSOII/ CSA/ CST</b>	<b>15.8</b>	

*Includes: Inmate Services/ Medical Services/ Food Services/ Community Transition Unit/ Education Based Incarceration Unit (will not match Appendix C)*

### AVENAL STATE PRISON COMPARISON

NORTH COUNTY CORRECTIONAL FACILITY	TOTAL	% of Staffing
Commander	0.25	0%
Captain	1	0%
Lieutenant	6	1%
Sergeant	26	6%
Line Staff (B1/Dep/CA)	416	93%
<b>TOTAL</b>	<b>449.25</b>	<b>100%</b>
ADIP 2012	4206	
<b>Ratio: 1 Sergeant to DSG/B1/CA</b>	<b>16.0</b>	

AVENAL STATE PRISON (CA)	TOTAL	% of Staffing
Warden	1	0%
Chief Deputy	1	0%
Associate Warden	6	1%
Captain	5	1%
Lieutenant	32.4	4%
Sergeant	87.8	11%
Officer	690.3	84%
<b>TOTAL</b>	<b>823.5</b>	<b>100%</b>
ADIP 2012	4350	
<b>Ratio: 1 Sergeant to DSG/SSOII/ CSA/ CST</b>	<b>7.9</b>	

### STAFFING VS. INMATE POPULATION

	LASD*	ORANGE COUNTY SHERIFF'S DEPARTMENT					COOK COUNTY SHERIFF'S DEPARTMENT*	CITY OF NEW YORK - RIKER'S ISLAND*	AVENAL STATE PRISON***
		THEO LACY FACILITY	MUSICK FACILITY	IRC/ TRANS.	CENTRAL MEN'S JAIL (CMJ)	CENTRAL WOMEN'S JAIL (CWJ)			
SWORN PERSONNEL 2011	2564	479	133	352	186	46	3528	8765	824
ADIP 2011	15013	3078	1273	810	1300	370	8779	12421	4350
INMATE TO STAFF RATIO	5.9	6.4	9.6	2.3	7.0	8.0	2.5	1.4	5.28

LASD ADIP 06/10/13	18657
INMATE TO STAFF RATIO	7.28

\*[http://file.lacounty.gov/lasd/cms1\\_181493.pdf](http://file.lacounty.gov/lasd/cms1_181493.pdf)

\*\*Based on 2013 data

\*\*\*<http://www.cdcr.ca.gov/2012plan/docs/plan/complete.pdf>

**SERGEANT DEPLOYMENT**

<b>SERGEANTS</b>	<b>CCJV REQUESTED</b>	<b><i>Phase 1</i></b>	<b><i>Phase 2</i></b>	<b><i>Phase 3</i></b>	<b>REMAINING ITEMS</b>
NCCF	12	1	11		0
SOUTH	4		4		0
EAST	5			5	0
NORTH	5		2	3	0
MCJ	20	19	1		0
IRC	14	2	12		0
CISU	3			3	0
<b>GP SUBTOTAL</b>	<b>63</b>	<b>22</b>	<b>30</b>	<b>11</b>	<b>0</b>
TTCF	23	9	14		0
CRDF	11	11			0
<b>SP SUBTOTAL</b>	<b>34</b>	<b>20</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>97</b>	<b>42</b>	<b>44</b>	<b>11</b>	<b>0</b>

<b>LIEUTENANT</b>	<b>CCJV REQUESTED</b>	<b><i>Phase 1</i></b>
SOUTH	1	1
IRC	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>

**APRIL 7, 2013**  
**SUPERVISION RATIOS INCLUDING STAFFING REQUESTS**

**BUDGETED**

	CHIEF	CMDR	CPT	LT	SGT	RATIO LT:SGT*	B1	DSG	CA	RATIO SGT: B1/DSG/ CA*	TOTAL SWORN AND CA
EAST	0	0	1	6	13	1: 2.17	10	148	62	1: 16.92	240
SOUTH	0	0	1	8	15	1: 1.88	14	176	80	1: 18.00	294
NCCF	0	0	1	6	26	1: 4.33	42	293	81	1: 16.00	449
CRDF	0	0	1	6	23	1: 3.83	26	258	155	1: 19.09	469
TTCF	0	0	1	7	35	1: 5.00	31	396	271	1: 19.94	741
MCJ	0	0	1	9	25	1: 2.78	33	539	166	1: 29.52	773
IRC	0	0	1	8	26	1: 3.25	24	277	190	1: 18.88	526
NORTH	0	0	1	7	12	N/A	8	136	67	N/A	231
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>57</b>	<b>175</b>	1: 3.07	<b>188</b>	<b>2223</b>	<b>1072</b>	1: 19.90	<b>3723</b>

MLF*	0	0	0	0	0	1: 0.00	0	0	0	1: 0.00	0
CUSTODY											
ADMINISTRATION	2	7	0	7	11	1: 1.57	40	46	9	1: 8.64	122
<b>GRAND TOTAL</b>	<b>2</b>	<b>7</b>	<b>8</b>	<b>64</b>	<b>186</b>	1: 2.91	<b>228</b>	<b>2269</b>	<b>1081</b>	1: 19.24	<b>3845</b>

(\*Note: Ratios are relative to each facility: Overall/ Total will NOT sum)

**FILLED - WITH STAFFING REQUEST CHANGES**

	CHIEF	CMDR	CPT	LT	SGT	RATIO LT:SGT*	B1	DSG	CA	RATIO SGT: B1/DSG/ CA*	TOTAL SWORN AND CA
EAST	0	0	1	6	18	1: 3.00	10	148	62	1: 12.22	245
SOUTH	0	0	1	9	19	1: 2.11	14	176	80	1: 14.21	299
NCCF	0	0	1	6	38	1: 6.33	42	293	81	1: 10.95	461
CRDF	0	0	1	6	37	1: 6.17	26	258	155	1: 11.86	483
TTCF	0	0	1	7	58	1: 8.29	31	396	271	1: 12.03	764
MCJ**	0	0	1	9	45	1: 5.00	33	539	166	1: 16.40	793
IRC	0	0	1	9	40	1: 4.44	24	277	190	1: 12.28	541
NORTH	0	0	1	7	17	1: 2.43	8	136	67	1: 12.41	236
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>59</b>	<b>272</b>	1: 4.61	<b>188</b>	<b>2223</b>	<b>1072</b>	1: 12.81	<b>3822</b>

MLF*	0	0	0	0	0	1: #DIV/0!	0	0	0	1: #DIV/0!	0
CUSTODY											
ADMINISTRATION	2	7	0	7	11	1: 1.57	40	46	9	1: 8.64	122
<b>GRAND TOTAL</b>	<b>2</b>	<b>7</b>	<b>8</b>	<b>66</b>	<b>283</b>	1: 4.29	<b>228</b>	<b>2269</b>	<b>1081</b>	1: 12.64	<b>3944</b>

(\*Note: Ratios are relative to each facility: Overall/ Total will NOT sum)

\*Mira Loma Detention Center Closed (items are frozen)

\*\* MCJ has 19 Sgts loaned in it would properly fund the 19, plus the additional Sgt requested

Units NOT included: Inmate Services/ Medical Services/ Food Services/ Community Transition Unit/ Education Based Incarceration Unit (53 budgeted sworn)

Custody Administration includes Correctional HQ Administration due to the Division merger

## **Measurable Goals**

### Inspectional Services Command

4.12 Los Angeles County Sheriff's Department should create an Internal Audit and Inspections Division.

- Measurable Goals
  - Develop Audit Work Plans and complete 10-15 Audits annually.

### Custody Training Bureau

6.3 Deputies and supervisors should receive significantly more Custody specific training overseen by the Department's Leadership and Training Division.

- Measurable Goals
  - Custody Division has 2,735 Sergeant's, Deputies, and Custody Assistants working line positions.
    - Currently, only 11 percent have received Jail Specific Restraint Techniques training. We expect to increase the number of line staff trained to 20 percent within the first year.
    - We expect to train 20 percent of these staff in newly developed curriculum for Mentally Ill Inmate, Ethics, and Use of Force curriculum within the first year.
  - Custody Division has 191 Lieutenant's and Sergeant's working line positions.
    - We expect to train 60 percent of them in new Inmate Extraction Techniques within the first year.
    - Currently, 50 percent of them are trained in expanded Use of Force Investigations curriculum. We expect to increase the number of supervisors trained to 90 percent within the first year.
  - Continue to train all available custody personnel in Standards and Training for Corrections (STC) curriculum to achieve a "Substantial Compliance" or greater rating from the Board of State and Community Corrections to maintain the Department's participation in the STC program.

### Internal Affairs Bureau

- 7.1 The investigative and disciplinary system should be revamped.
  - 7.6 IAB should be appropriately valued and staffed by personnel that can effectively carry out the sensitive and important work of that bureau.
  - 7.11 The Department should vigorously investigate and discipline off-duty misconduct.
- Measurable Goals
    - Internal Affairs Bureau investigators currently take an average of 10 months to complete an administrative investigation (case). We expect to decrease the case completion time to an average of 6 months within the first year.
    - Internal Affairs Bureau investigators currently handle an average of 340 administrative investigations (cases) per year with each investigator handling an average of 17 cases. We expect to reduce the investigator's case load to an average of 9 cases per investigator within the first year.

### Internal Criminal Investigations Bureau

- 7.1 The investigative and disciplinary system should be revamped.
  - 7.11 The department should vigorously investigate and discipline off-duty misconduct.
- Measurable Goals
    - Internal Criminal Investigations Bureau investigators currently handle an average of 270 criminal investigations (cases) per year with each budgeted investigator averaging 22 cases. We expect to reduce the investigator's case load to an average of 10 cases per investigator per year within the first year.
    - Internal Criminal Investigations Bureau investigators currently take an average of 6 months to complete a criminal investigation (case). We expect to reduce the case completion time to an average of 4 months within the first year.

## Advocacy Bureau

- 7.1 The investigative and disciplinary system should be revamped.
- 7.11 The Department should vigorously investigate and discipline off-duty misconduct.

- Measurable Goals
  - Each County Counsel currently manages an average of 100 legal cases. We expect to reduce their case load to an average of 75 cases per county counsel within the first year.
  - Advocacy Bureau handles an average of 200 Skelly Hearings a year and each individual Advocate handles an average of 50 hearings. We expect to reduce the individual Advocate's Skelly Hearings to 25 within the first year.
  - Advocacy Bureau assigns an average of 110 administrative cases to outside private counsel. We expect to decrease the average amount of cases assigned to outside private counsel to 95 in the first year alone.
  - Advocacy Bureau has only one sergeant conducting administrative hearings, of which her current average is 15 cases a year. We expect to reduce the sergeant's administrative case load to 8 cases within the year.

## Compliance Lieutenants

- 7.8 Each jail should have a Risk Manager to track and monitor use of force investigations

- Measurable Goals
  - The Department conducted recent audit of 219 completed use of force packages from January 1, 2013, through September 10, 2013 and found that 66 percent of the packages were not processed by the facilities within the timeframes dictated by policy. We expect to reduce that delinquency rate to 40 percent or better within the first year.
  - During a recent audit of unit level investigations covering January 2013 to September 2013, Custody Division opened 60 unit level investigations. As of September 3, 2013, 56 percent (34) of those cases are delinquent in that they have been open for more than 130 days. We expect to reduce that delinquency rate to less than 50 percent in the first year.

### Increased Use of Lapel Cameras / Expand CCTV Cameras

7.15 The use of lapel cameras as an investigative tool should be broadened.

- Measurable
  - The Department captured 88 percent of force incidents at MCJ, TTCF, and IRC from January 2013 to August 2013. The Department expects to capture over 90 percent of all force incidents at these three facilities after this proposal is implemented.
  - The Department expects to capture 75 percent of all use of force incidents in the first year after deployment at the remaining facilities. The Department expects to increase that to over 90 percent in subsequent years after any blind spots and other areas of need are identified and covered.